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- Because labour and management must co-operate if Canada is to attain her rightful place in world markets and in this new technological age. Only with a skilled, informed labour force can our country meet international competition, and maintain and improve its standard of living.
- Labour-management committees have proved that through joint consultation, many production and procedural problems have been overcome, not by "speed-up" but by pooling employee-employer knowledge through teamwork and greater mutual understanding.
- Why do labour-management committees function effectively? Because labour and management have built up a mutual trust and respect so that the employees want to bring their ideas to management, want to see their enterprise run as efficiently as possible, want to be part of a competitive team, striving for the benefit of everyone.
- How does this teamwork affect everyone? When labour and management have established trust and respect, both sides find they benefit. There is a lessening of employee-employer tensions; work progresses more smoothly and, therefore, more efficiently; employees are more interested in quality because they realize, through their committee discussions with management, that each employee is essential to the organization. When efficiency and quality increase, business volume also increases. This means greater job security for the employee as management can now better meet the competition.

## Why a Labour-Management Committee?

# WORKING TOGETHER

THROUGH  
LABOUR-MANAGEMENT CO-OPERATION

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*Canada, Labour Dept., Labour - management co-operation  
[unclear] publication]*

# What a Labour-Management Committee can do...

There are many areas of discussion that can benefit from the joint labour-management approach. Topics which can be discussed and upon which recommendations may be made include:

1. advance planning to meet the impact on personnel of new equipment and work techniques
2. educational and technical training, re-training and upgrading
3. establishment of continuing channel of facts to fight rumors
4. improving employee-employer communications and understanding
5. encouragement of employee work-improvement suggestions
6. quality production and productivity
7. pride of workmanship
8. campaigns against absenteeism
9. safety — all aspects of personal and establishment safety
10. improved housekeeping and equipment conservation

## How to organize a Labour-Management Committee...

1. **DESIRE:** Cultivate the necessary enthusiasm for co-operation. Management and labour must want to work together if the committee is to operate successfully.
2. **DISCUSS** the plan in a spirit of co-operation. Management and labour leaders must get together and talk frankly about the committee so they can be sure they know what they want, and what they are getting.
3. **EXPLAIN** the committee plan to the supervisory staff and all the workers. Make sure everyone understands what a labour-management committee is. People must know or they won't give their wholehearted support.
4. **CONSTITUTION:** A guideline constitution describing how the committee is to operate should be drawn up between management and labour. The constitution should clearly state the functions and authority of the committee. It should be in language easily understood by everyone and contain a "Parliamentary immunity" clause so that labour members are guaranteed freedom to perform their committee functions in good faith without affecting their working relations with the company.
5. **MANAGEMENT** representatives: They should include top executives who can give authoritative answers to committee recommendations and proposals with a minimum of delay. There should also be adequate representation of foremen or supervisors so that they too may have first-hand knowledge of the committee's functions.
6. **LABOUR** representatives: The recognized collective bargaining agency may elect or appoint their representatives. All departments or natural divisions in the organization should be represented. The number of labour representatives should be at least equal to the number from management. Labour representatives should be people who have the confidence of their fellow workers, such as union executives. They should also have a good knowledge of work processes, and sufficient experience with the company to be able to contribute materially to committee deliberations.
7. **MEETINGS:** Set definite dates for the first — and all subsequent — meetings. Regular meetings are a necessity. The usual procedure is to have one a month, although some committees meet more often.
8. **CHAIRMAN and SECRETARY:** Some committees have labour and management co-chairmen who preside at alternate meetings. Others rotate the chairmanship among all members of the committee; others have a labour chairman for six months then a management chairman for six months. The Secretary prepares and distributes agendas in advance, writes the minutes and obtains joint approval of them, then uses the best methods to see that the minutes are publicized and read by all employees.

# A Labour-Management Committee can work...

## **IF BOTH MANAGEMENT AND LABOUR**

- operate the committee in a spirit of mutual understanding and confidence.
- earnestly attempt to understand each other's problems and viewpoints.
- keep an open mind throughout all committee discussions.
- approach their problems in the spirit of "what is right" not "who is right."
- publicize the committee's existence and activities so that all employees are fully informed.
- will ensure that foremen and supervisors fully understand a project and take an active part in it.
- will always explain "why" when certain recommendations cannot be adopted.
- will realize that the committee can benefit them, as well as labour.
- will include top executives among their representatives on the committee.

## **IF MANAGEMENT**

- will always give careful consideration to all committee recommendations.

## **IF LABOUR**

- will recognize its obligations to co-operate in putting into effect committee recommendations which management has accepted.
- will select as committee representatives those who display co-operative attitudes.
- will recognize that the committee can benefit them, as well as management.

# How a Labour-Management Committee operates...

## **● BRINGING MATTERS BEFORE THE COMMITTEE**

Workers wishing to have a matter discussed by the committee should first bring it to the attention of their representative. The employee and his representative may then discuss it with the foreman or supervisor. If this person has the authority to deal with the matter, the proposal may be implemented immediately and a report made to the committee. If further consideration is necessary, or the foreman is not empowered to make a decision, the representative can then take the matter to the joint committee.

## **● HANDLING THESE MATTERS**

Emphasis is laid on having equitable representation by both management and labour because of the need to share ideas and points of view. Committees do not work well when a large labour group presents requests to one or two management representatives, or a large management group informs one or two labour members about the program. Joint consultation committees are not labour-versus-management but rather a meeting of minds to consider "what is best for the whole establishment." As one committee expressed it: "We have found that the members line up according to their beliefs rather than according to whom they represent."

- a device to be used by either management or labour simply for their own ends. It is a joint committee for the promotion of common interests.
- a bargaining agency. Although final decisions on wages, hours, conditions and related matters are determined through bargaining committee procedures, the committee eliminates tension-building problems that might otherwise erupt at the bargaining table.
- a union plan to take over management responsibilities.
- a management plan to usurp the rights of unions.

#### IS NOT...

- an instrument, through committee recommendations, to promote constructive action on: employee training or retraining; worker welfare and recreation; better morale, less absenteeism, greater safety. It studies problems and makes recommendations.
- a two-way communication channel for the exchange of ideas and information on problems pertaining to their products or services.
- an instrument, through committee recommendations, to promote constructive action on: employee training or retraining; worker welfare and recreation; better morale, less absenteeism, greater safety. It studies problems and makes recommendations.
- a committee composed of labour and management representatives to improve employee-employer relations, production and service efficiency, customer satisfaction. These are achieved through greater co-operation between labour and management; by each realizing that their enterprise could not exist without the other's contribution. Their operation is a joint venture. There can be no management without labour, no labour without management, in any organization.

#### IS...

## Labour-Management Joint Consultation

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## Labour-Management Committees DO WORK

Interviews with both management and labour representatives on labour-management joint consultation committees have proved that these committees work. BUT labour-management committees do not run themselves. It takes time and honest effort on the part of both employer and employee to make joint consultation effective. The more effort expended, the better the committee.

### MANAGEMENT HAS FOUND

- less resistance to change when employees know why the changes are being made and when they have been consulted on how to make the changes.
- more efficient operation at all levels — industrial, commercial, service — because they have taken the time to listen to their employees.
- greater co-operation from the employees who now feel that management is interested in them as individuals.
- greater ability to meet business competition because the employees now understand management's problems.

### LABOUR HAS FOUND

- a greater feeling of involvement and responsibility because management is acknowledging that employees can contribute excellent solutions to production and service problems.
- a sense of belonging and of being necessary in the overall operation — of being part of a team.
- that their desire for co-operation can benefit them through greater job security, improved standards of living and better labour-management relations.
- that they can take their problems to management as soon as they arise, thus eliminating any build-up of friction that could lead to grievances.

Yes... experience has shown — joint consultation through LMC can help everyone



LABOUR-MANAGEMENT CONSULTATION BRANCH

CANADA DEPARTMENT OF LABOUR, OTTAWA

Queen's Printer for Canada  
Ottawa, 1970  
Cat. No. L82-670







